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Title of the Thesis

Impact of Organizational Culture on Employee Performance in the Telecommunication Sectors in Afghanistan

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CHAPTER – 1
INTRODUCTION

1.1 CONCEPT OF ORGANIZATIONAL CULTURE

The shared values, beliefs, attitudes, norms, behaviors and practices within an organization are referred to as its organizational culture. Also, organizational culture plays a significant role in shaping employee behavior, engagement, and overall performance. A positive and strong culture can increase employee satisfaction, performance, motivation and productivity. Conversely, a hostile or toxic culture can result in high turnover, low morale and poor organizational performance. Organizational cultures can vary widely between organizations and can be impacted by several elements, such as leadership style, motivation, development, communication, industry norms, organization history, and the values upheld by employees; building and maintaining a healthy organizational culture often requires intentional efforts from leadership and consistent reinforcement of desired behaviors. Organizations must understand their existing culture, identify areas for improvement and actively work towards fostering a culture that aligns with their values and goals for sustained success.

According to Alvesson and Berg (1992). The beliefs and values that have long permeated an organization, the staff's views, and the importance they place on their work are all called organizational culture. Material and non-material cultures comprise the two main categories of corporate culture. Products of industry, technology and the arts are examples of the material aspects of culture that can be seen with the naked eye. Knowledge, philosophy, morality, languages, motivation, attitudes, values and conventions shared and passed down within a society make up the non-material components of culture. They are not material or visible; they take the form of people's behaviors and psychological emotions. When they know its culture, employees can better comprehend the organization's past and present operations. Adherence to an organization's ideology and ideals can be strengthened by its organizational culture.

Organizational culture acts as a brake to direct behavior in the direction of desired behavior and away from undesirable behavior. Enhancing worker productivity has been the organization's main priority. An organization's strategic goal and principles give rise to its work culture. The management and staff play a significant role in establishing a productive workplace. A potential employee typically researches an organization's work culture before choosing a position to better fit in with it. It aids in clarifying his position within the company

and his interactions with management. Understanding organizational culture and the various facets of employee performance is essential to research the effect of organizational culture on employee performance. Maanen and Barley, (1985). These researchers also argued that the appeal of organizational culture as a heuristic and the consequent focus on studying something essentially unitary tend to overlook that cultural processes active in society outside of organizations also operate there as a site of activity rather than a unifying focal point. After all, organizational members participate in and are members of several other social and cultural organizations, which are likely to have a more substantial influence on values and beliefs than the organizational philosophy, if not on behavior and performance. They recommend that research and conceptual attention be focused on how cultural processes structure and organize workplace environments, considering the influence of cultural formulations beyond the organization as opposed to culture as a finished good. These kinds of pressures have the power to break resistance and organizational coherence.

According to Robbins and Sanghi (2007). The term "organizational culture" refers to how employees view the traits of an organization's culture; it does not address whether or not they agree with these traits. This evaluation of the organization based on its attributes provides a comprehensive image of the culture of the organization. Therefore, this image is based on members' sentiments of a common understanding of the organization, how things are done there and how members should act themselves. Brown. et al. (2015). Organizational culture is defined as how actions are carried out; maintaining a positive work environment for employees is universally seen as a top priority. Organizational culture is the framework that underpins an individual's views, conventions, attitudes, values, and presumptions inside an organization that was formed or developed due to its internal environment. The terms "Norms" and "Values" describe the preferred way for an individual to behave and the oral behavioral guideline, respectively. In her work, Smircich (1983). outlines how the organization and culture have been connected in organizational research, along with the goals and underlying presumptions. The idea of the culture illustrates the characteristics that are illogical and express the organizational experience, in addition to the interpretive and subjective aspects of the organization, given these differences and how an individual regards the culture as an organizational variable, a background parameter, or a metaphor for theorizing the organization.

1.2 LEVELS OF ORGANIZATIONAL CULTURE

Organizational culture consists of relatively more visible aspects and factors that could be concealed from conscious perception. It is possible to conceptualize organizational culture

as three interconnected layers. Schein. E.H., in his book Organizational Culture and Leadership, divided the organizational level into three parts, which are the below. (Schein, 199)

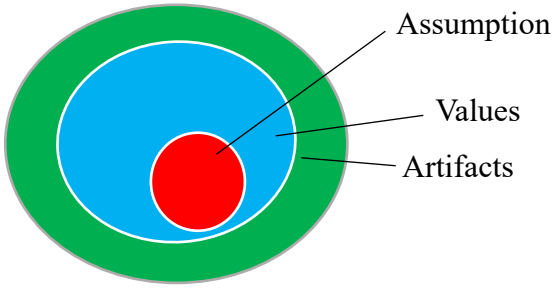


Figure 1.1 *Levels of Organizational Culture*

ASSUMPTIONS:

At the deepest level, organizational culture consists of assumptions that are often unconscious and taken for granted. These assumptions shape how individuals perceive, think, and make sense of their environment. They are deeply ingrained beliefs and norms that guide decision-making, problem-solving, and organizational interactions. These assumptions are the most challenging to identify and change as they form the core of an organization's culture.

VALUES:

An organization's professed values are its proclaimed ideas, attitudes, and objectives hidden beneath the outwardly visible artifacts and practices. Official papers, purpose and vision declarations and other statements frequently clarify these ideals. That being said, there may be differences between an organization's stated objectives and the values demonstrated by its actions and behaviors.

ARTIFACTS:

This level embodies the elements of culture most readily apparent inside an organization, such as observable behaviors, symbols, rituals, and structures. It includes visible, tangible components and behaviors, like dress code, workplace design, the language employed, practices and clear guidelines or policies. These components represent deeper cultural values and assumptions.

1.3 DIMENSIONS OF ORGANIZATIONAL CULTURE

Which principles define the culture of an organization? Finding a collection of values that may be utilized to characterize an organization's culture can help us recognize, quantify and manage culture more skilfully—even though it may not always be immediately apparent. Several researchers have put forth different cultural typologies for this reason. One typology that has been granted much research attention is the organizational culture profile (OCP), where

seven distinct values represent culture and this organizational culture profile is mentioned by (Chatman and Caldwell .1991).

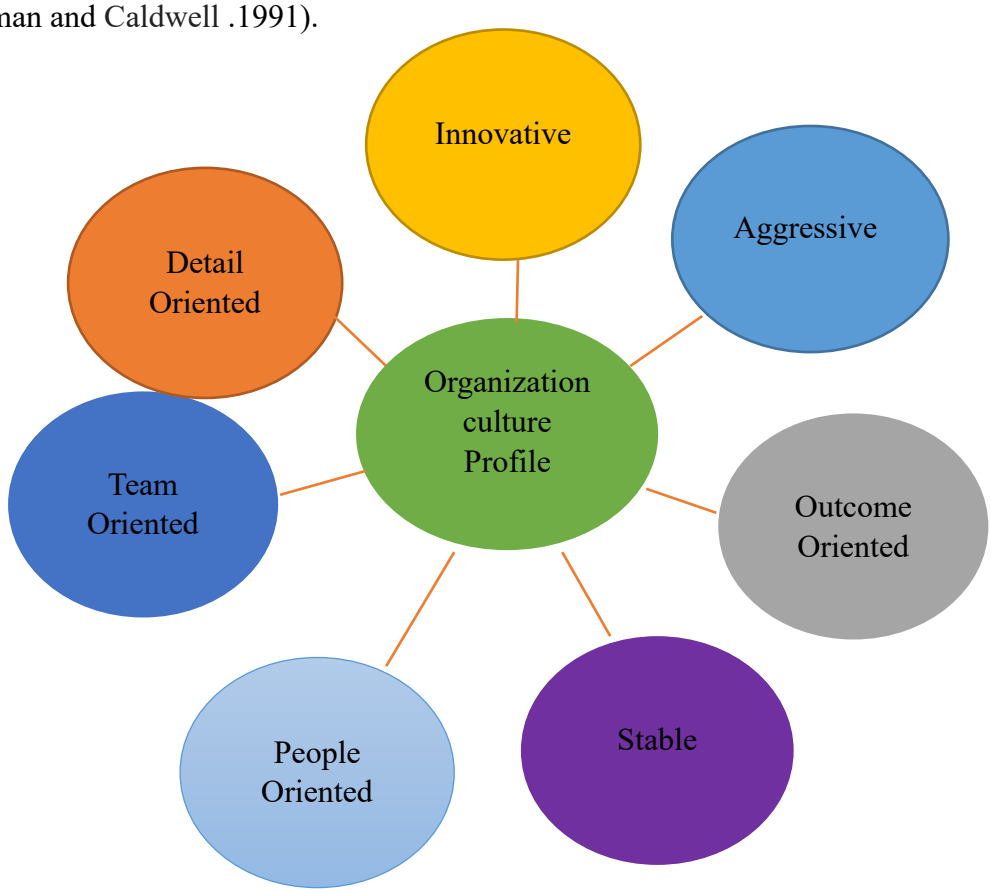


Figure 1.2 *Organizational Culture Profiles*

INNOVATIVE CULTURES:

According to the organizational culture profile framework, organizations with creative cultures are adaptive, flexible and willing to try new things. These organizations are known for their flat hierarchies and tendency to minimize titles and other status indicators.

AGGRESSIVE CULTURES:

According to the organizational culture profile framework, organizations with aggressive cultures prioritize being competitive and surpassing rivals; as a result, they frequently fail to uphold corporate social responsibility.

OUTCOME-ORIENTED CULTURES:

According to the organizational culture profile framework, outcome-oriented cultures prioritize action, results, and achievement as essential principles.

STABLE CULTURES:

According to the organizational culture profile framework, stable cultures are bureaucratic, rule-driven, and predictable. These cultures may contribute to the organization's effectiveness by ensuring steady and consistent output levels in a predictable and stable environment.

PEOPLE-ORIENTED CULTURES:

According to the organizational culture profile framework, individual rights are respected, fairness and support are valued and people-oriented cultures. Within these institutions, treating people with dignity and respect is expected and valued more highly.

TEAM-ORIENTED CULTURES:

According to the organizational culture profile framework, an organization with a team-oriented culture is collaborative and emphasizes employee cooperation.

DETAIL-ORIENTED CULTURES:

According to the organizational culture profile framework, an organization with a detail-oriented culture prioritizes accuracy and close attention to minutiae. Companies in the hospitality sector benefit from such a culture since it helps them stand out from the competition.

The present research examines the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan, which has not been studied at this level before. As a result, the study goes into huge detail about organizational culture. Also, evaluate the satisfaction level of employees.

1.5 STATEMENT OF THE PROBLEM

The telecommunication sectors in Afghanistan serves as a pivotal field for exploring the intricate relationship between organizational culture and employee performance. Despite its significance, the impact of organizational culture on employee performance remains a critical concern that demands profound investigation. The purpose of this study is to examine the various aspects of organizational culture, focusing on leadership dynamics, motivational strategies, communication framework, workplace environment and avenues for employee training and development in the telecommunication sectors in Afghanistan. The need for more comprehensive research addressing these specific variables in this context accentuates the urgency for a detailed exploration. The existing literature needs to provide more insight into how leadership, motivational initiatives, communication patterns, workplace environment and avenues for employee development interact within the unique cultural fabric of telecommunication sectors in Afghanistan. For example, in one of Afghanistan's leading telecommunication sectors, employee performance started to drop even though the company was growing. After investigation, it was found that poor leadership, weak communication, lack

of motivation, limited training and an unfriendly work environment were the main reasons. Employees felt disconnected and unappreciated, which hurt their productivity.

leadership can significantly influence employee morale and commitment. A transformational leader who encourages open dialogue and inspires shared goals may foster a more motivated and loyal workforce, while a top-down, command-driven approach may result in disengagement. Similarly, motivational strategies such as performance-based incentives, recognition programs, or team-building activities can play a vital role in boosting productivity. In many telecommunication sectors in Afghanistan, however, inconsistent reward systems have led to dissatisfaction among staff.

Effective communication within organizations is another critical factor. In culturally diverse teams, unclear or hierarchical communication channels may lead to misunderstandings and decreased collaboration. A case in point is when employees in the telecommunication sectors reported delays in project completion due to poor interdepartmental coordination. Furthermore, the physical and psychological workplace environment also has a direct effect on employee well-being and output. In regions affected by conflict or poor infrastructure, employees may face stress and burnout, which hampers their performance.

Lastly, training and development opportunities remain underutilized in many telecommunication sectors in Afghanistan. Companies that invest in continuous learning such as digital literacy workshops or leadership development programs tend to experience higher levels of employee satisfaction and retention.

Therefore, this study aims to explore such real-world scenarios by examining how leadership approaches, motivation systems, communication structures, workplace environments and training opportunities collectively shape employee performance in the telecommunication sectors in Afghanistan. By analysing these elements, the research hopes to

offer actionable insights that telecommunication sectors can implement to create a culture that supports employee well-being and performance.

1.6 CONCEPTUAL FRAMEWORK OF THE STUDY

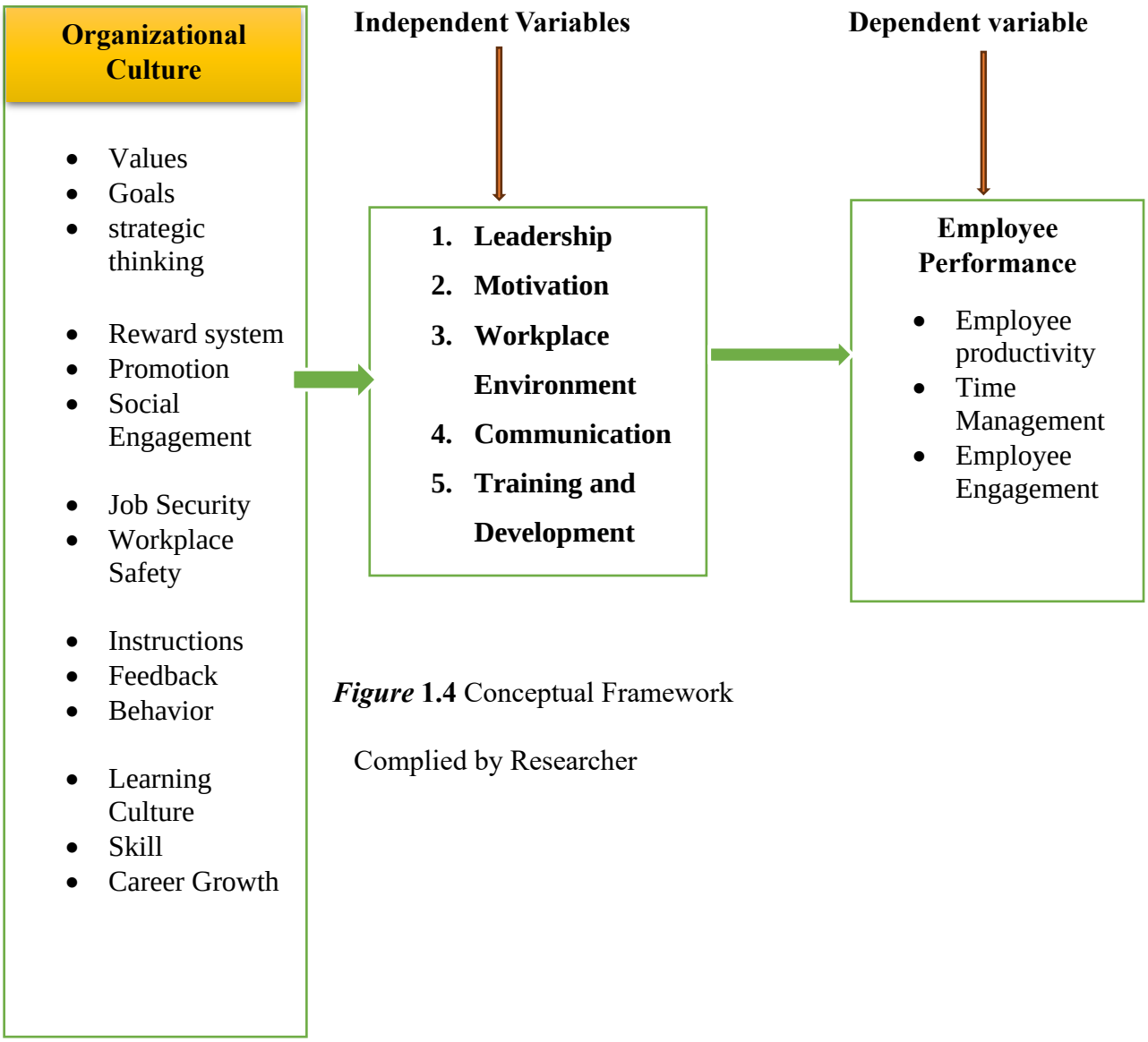


***Figure* 1.4** Conceptual Framework

Complied by Researcher

The conceptual framework for the present study is developed to explore and analyse the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan. This framework serves as the foundation for achieving the research objectives by identifying and examining key factors that influence employee performance. It provides a structured approach to understanding the relationships between organizational culture factors as (independent variables) and employee performance as (dependent variable).

Based on a thorough review of relevant literature and prior empirical studies, five critical factors of organizational culture have been identified as independent variables: **leadership, motivation, workplace environment, communication and training and development**. These variables were selected due to their significant and well-documented influence on employee performance across various organizational contexts, particularly in dynamic and people-driven sectors such as telecommunication.

- **Leadership** is a central element of organizational culture, shaping the vision, values and overall direction of the organization. Effective leadership styles can enhance employee morale, foster trust and improve job performance.
- **Motivation** plays a crucial role in driving employee behavior. An organizational culture that promotes intrinsic and extrinsic motivation encourages employees to perform at higher levels and remain committed to their roles.
- **Workplace environment** encompasses both the physical and psychological conditions in which employees operate. A positive and supportive environment has been shown to reduce stress, increase job satisfaction and enhance productivity.
- **Communication** is vital for ensuring clarity, transparency and collaboration within an organization. An open communication culture fosters trust, reduces misunderstandings and facilitates efficient task execution.
- **Training and development** reflect the organization's investment in employee growth and learning. Providing opportunities for skill enhancement not only improves performance but also demonstrates a commitment to employee advancement, thereby boosting motivation and retention.

The dependent variable in this study is **employee performance**, which reflects the extent to which employees fulfil their job responsibilities effectively and contribute to the achievement of organizational goals.

The conceptual model developed in this study illustrates the hypothesized relationships between these five dimensions of organizational culture and employee performance. It serves as a guide for hypothesis formulation and empirical testing, aiming to provide valuable insights into how organizational culture factors impact on employee performance in the telecommunication sectors in Afghanistan.

1.7 RESEARCH QUESTIONS OF THE STUDY

The present study is based on the following research questions.

1. How does leadership impact employee performance in the telecommunication sectors in Afghanistan?
2. How does motivation influence employee performance in the telecommunication sectors in Afghanistan?
3. What effect does the workplace environment have on employee performance in the telecommunication sectors in Afghanistan?
4. What is the impact of communication on employee performance in the telecommunication sectors in Afghanistan?
5. What impact do training and development have on employee performance in the telecommunication sectors in Afghanistan?

1.8 OBJECTIVES OF THE STUDY

The present study is based on these objectives.

1. To determine the impact of demographic factors on employee performance in the telecommunication sectors in Afghanistan.

2. To assess the impact of leadership on employee performance in the telecommunication sectors in Afghanistan.
3. To examine the impact of motivation on employee performance in the telecommunication sectors in Afghanistan.
4. To evaluate the impact of workplace environment on employee performance in the telecommunication sectors in Afghanistan.
5. To determine the impact of communication on employee performance in the telecommunication sectors in Afghanistan.
6. To evaluate the impact of training and development on employee performance in the telecommunication sectors in Afghanistan.

1.9 HYPOTHESES OF THE STUDY

The present study is based on these hypotheses.

1. **H_1:** There is a significant association between the demographic variable and employee performance in the telecommunication sectors in Afghanistan.

   H_0: There is no significant association between the demographic variable and employee performance in the telecommunication sectors in Afghanistan.

2. **H_1:** There is a strong correlation between leadership and employee performance in the telecommunication sectors in Afghanistan.

   H0: There is no strong correlation between leadership and employee performance in the telecommunication sectors in Afghanistan.

3. **H_1**: Motivation and employee performance are closely related in the telecommunication sectors in Afghanistan.

   H_0: Motivation and employee performance are not closely related in the telecommunication sectors in Afghanistan.

4. **H_1:** Workplace environment and employee performance are strongly correlated in the telecommunication sectors in Afghanistan.

H_0: Workplace environment and employee performance are not strongly correlated in the telecommunication sectors in Afghanistan.

5. **H_1:** Communication and employee performance are significantly correlated in the telecommunication sectors in Afghanistan.

   H_0: Communication and employee performance are not significantly correlated in the telecommunication sectors in Afghanistan.

6. **H_1:** There is a strong correlation between training and development and employee performance in the telecommunication sectors in Afghanistan.

   H_0: There is no strong correlation between training and development and employee performance in the telecommunication sectors in Afghanistan.

1.10 SCOPE OF THE STUDY

Organizational culture shapes employee behavior, attitudes and performance outcomes within any industry. The present study is about the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan. Leadership in an organization can significantly influence how employees perceive their roles, responsibilities and overall direction. Effective communication and practices fostered by the organizational culture facilitate information flow and contribute to a cohesive work environment and improved productivity. Furthermore, placing a strong emphasis on employee training, skill enhancement programs and career development opportunities can significantly boost motivation and job satisfaction, ultimately improving overall employee performance. The workplace environment, encompassing physical surroundings and the prevailing attitude, profoundly affects employee morale, engagement and overall well-being, directly impacting their performance.

Moreover, intrinsic or extrinsic motivation is driven by the organizational culture, which is crucial in establishing employees' dedication, persistence and quality of work. Therefore, this study aims to explore the intricate connections between organizational culture,

specifically focusing on **leadership, motivation, workplace environment and training and development** and their impact on **employee performance** in the telecommunication sectors in Afghanistan. The study seeks to elucidate the multifaceted relationship and its implications. It provides valuable insights for organizational leaders, H.R. practitioners and policymakers in optimizing organizational culture to enhance employee performance in this dynamic industry.

1.11 SIGNIFICANCE OF THE STUDY

The present research aims to study the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan. This study has been chosen for an in-depth analysis and understanding of the organizational culture of the sectors. Telecommunication sectors in Afghanistan have experienced rapid expansion and change in recent years, becoming a vital driver for economic development and social progress. In this context, understanding the role of organizational culture becomes imperative as it profoundly shapes employees' behavior, attitudes and performance. A solid organizational culture tailored to the Afghanistan context has the potential to foster employee motivation, performance and development. Moreover, Afghanistan's unique socio-cultural landscape necessitates exploring how cultural elements intersect with organizational norms and values, influencing employee performance and outcomes. Also

- The study will help the telecommunication sectors achieve their goals and understand the performance of employees in the telecommunication sectors in Afghanistan.
- Promote fair and equitable remuneration based on performance and encourage employees to stay in one sector.
- To increase employee morale and motivation, various organizational culture techniques must be used to improve effectiveness.

1.12 LIMITATIONS OF THE STUDY

- The study is about the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan.

- The study has to be completed within a time limit.
- Security issues.
- Afghanistan's political and economic instability may impact organizational culture and employee performance.

CHAPTER – 2
REVIEW OF THE LITERATURE

2.1 INTRODUCTION

The shared values, beliefs, attitudes, norms, behaviors and practices within an organization are referred to as its organizational culture .it encompasses the unique personality of an organization and influences how people interact, work together and make decisions within that specific environment.

This study attempts to study factors that influence employee performance, general expectations of organizational culture, the relationship between employee motivation and their impact on employee performance, training and development initiatives, workplace environment, leadership, and communication. The researcher reviewed papers and articles published in national and international journals, books, and websites for the current literature. Also, many researchers have done studies on organizational culture. It is exciting to research organizational culture, wherein this concept is being introduced step by step, and it provides a theoretical base for the research through a detailed review of the existing literature on the study and the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan.

2.2 ORGANIZATIONAL CULTURE

Kifordu (2024), The study highlighted how evolutionary management stimulants significantly impact organizational performance in the telecom companies in Warri. It emphasizes how crucial it is to develop a precise change vision, carry it out skilfully, and integrate it into the company's culture. It emphasizes how important it is for internal and external change managers to play a part in ensuring that changes are implemented smoothly and improving performance in the face of swift industry changes. It is stressed that anticipating and being ready for change are critical tactics in the ever-changing telecoms industry.

Mafrudoh (2023), mentioned that an organization's culture can be characterized by how things are done. It is made up of a variety of experiences, beliefs, standards, and ideals that influence how its members behave. This effect encompasses internal operations, interactions with the outside world, and expectations for the future. The phrase's repetition highlights how comprehensive organizational culture is, encompassing a range of components that influence an organization's general behavior and character.

Sutionos (2022), the researcher mentioned that organizational culture affects employee performance is apparent. Employee performance levels are influenced by organizational culture and change accordingly. Good leaders create an environment that values creativity, results, and process awareness to achieve the best possible results. Workers feel at ease when aggressiveness and stability are ingrained in the organization's culture. This ultimately leads to more diligent task execution under defined procedures and responsibilities, which improves employee performance.

Mohsen, et al (2020), mentioned that organizational culture greatly enhances employee performance, except for managing change, where employee resistance may be the cause. Achieving goals, having a coordinated team, being customer-focused, and having a solid culture are important drivers that have significant positive effects (16% to 30.4%). Among the recommendations are enhancing employee skills, fostering teamwork, offering direction on customer support, and fortifying company culture and work ethics. These actions are intended to solve issues and capitalize on positive aspects of the culture to create a more productive work environment.

2.3 EMPLOYEE PERFORMANCE

Triansyah, et al (2023) For an organization to succeed, employee performance is essential. Performance is impacted by variables such as work satisfaction, management, remuneration, and motivation. The research underlines its importance and encourages businesses to prioritize performance management to increase output and Quality.

Waworuntu, et al (2022), said that effective and efficient human resource (HR) management substantially affects employee performance and productivity, directly affecting organizational productivity. Therefore, firms must focus on the elements that influence this outcome. If workers are dissatisfied with their workplace, it will affect their involvement and dedication, which will positively benefit the company.

Putra, et al (2021), mentioned that Employee performance is crucial to the company's ability to meet its goals and implement its plan. This may be improved by offering fair pay and benefits and upholding a leadership style that encourages a relaxed and joyful work atmosphere. High

work ethics and employee happiness, fuelled by these elements, improve performance and help the organization achieve its objectives, eventually bringing about outcomes that are the company's strategic aims.

Taufiqurrahman, et al (2021), high performers are necessary to accomplish goals, enhance productivity, and boost corporate competitiveness because they impact organizational effectiveness through the expectations placed on each employee's job.

Muslim, et al (2020), mentioned that work experience is a factor that may potentially influence an employee's performance. Employment experience is information that a person immediately acquires through their job routine by their line of employment. Workers who have worked more hours are more likely to gain experience because they have more information and are better at organizing it, so more experienced workers perform better.

2.4 MOTIVATION

Van, et al (2022), the study has identified several elements, including working conditions, pay and benefits, career growth, and workplace relationships, that favorably impact employees' work motivation at Otuksa, Japan. The element that affects motivation the most is career advancement. The study's most important finding is that performance and reason at work are positively correlated. Research findings give management at Otuksa Japan a crucial scientific foundation for enhancing workers' work motivation and productivity.

Tumi, et al (2022), as a result, this article contributed to a greater understanding of employee motivation and its factors, focusing on the importance of remuneration practices, training, and job enrichment/expansion in the telecommunications industry. The study's findings provide insightful advice that may be applied to raise staff engagement and motivation with company objectives. While earlier studies concentrated on rich countries, this study lays the groundwork for investigating motivation across many industries and cultures, particularly in emerging nations like Libya. The results emphasize the significance of pay, training, and job enrichment/enlargement as primary motivators, highlighting their close relationship to employee motivation and performance. Organizations should prioritize these elements if they want to increase motivation.

Herlina, et al (2021), the study's results demonstrated how motivation affects organizational citizenship behavior (OCB) favorably and how transformational leadership benefits both OCB and employee motivation. Organizations should offer training in transformational leadership, promote creativity and sound judgment, and create inspiring career paths to take advantage of

these findings. Modern leaders should uphold ethical standards and prioritize motivational rewards over conventional strategies. This strategy encourages teamwork, employee professional growth, and valuable business contributions.

Twalib, et al. (2020), the study's findings demonstrated how the motivation of Telkom Kenya Limited's employees affects their performance. This study's correlation analysis showed that employee motivation and performance have a positive and statistically significant link (R2= 0.85 at P 0.05). This implies that raising employee motivation will result in better work output. It suggests that employee motivation at Telkom Kenya Limited is a significant predictor of employee performance.

2.5 LEADERSHIP

Sarwa, et al (2021), the study provided valuable insights and comprehension for education sector management, enabling them to incorporate innovative leadership practices and enhance staff performance. This study makes it very evident how various aspects of servant leadership impact workers' productivity. The management can use the study's findings to alter the status quo. Employee performance will increase thanks to new leadership techniques. The findings also apply to other public colleges in Pakistan, such as the University of Sargodha, which offers several academic programs, including agricultural and medical colleges.

Eliyana, et al (2019), have emphasized that this action includes the pioneers' limited knowledge and skills to convince the delegates to pursue the process's end. Effective leadership also entails a leader's capacity to assist their team members and be there for them as they develop new abilities like job training and increased focus on the task.

Baig, et al (2019),It has been shown that effective leadership inspires team members to reach company objectives by managing administrative duties, including organizing, planning, making decisions, and assisting staff members in achieving their goals. It is also the dynamic process in which team leaders persuade the team members to voluntarily contribute to completing the group task.

Jiang, et al, (2017), have stated that to be effective, leaders need to balance their management and leadership styles. They can accomplish this by utilizing a variety of daily tasks and abilities. For leaders to steer modern and future organizations on the right path, there needs to be a greater level of awareness of them.

2.6 COMMUNICATION

Salsabila, et al (2023), the analysis conducted at PT XYZ Jakarta emphasizes how vital communication is in significantly increasing worker performance. Increasing communication

channels has a direct positive impact on engagement and overall productivity. On the other hand, there was no discernible effect on worker performance from factors such as relationships, atmosphere, facilities, safety, and illumination that could be measured in the workplace. This suggests that a more extensive examination or consideration of those elements is required to fully comprehend the impact of other significant factors on employee production.

Hee, et al (2019), the results of this study give management empirical support to guarantee efficient horizontal and downward communication inside the company. To make this happen, management might concentrate on developing soft skills and improving workers' capacity for expression and communication. Management could plan more interdepartmental meetings and other events to foster strong bonds between superiors and subordinates. Establishing an appropriate plan for training and development is necessary to achieve good communication inside the organization.

Gautama, et al (2018), effective communication facilitates timely information sharing and efficient work coordination, allows management to provide instructions to lower-level staff, gives employees a voice in matters impacting their performance, and allows management to receive performance feedback from staff members. Additionally, communication fosters teamwork, which raises performance standards.

Atambo, et al (2016), communication within the organization had a significant impact on worker performance. Businesses can boost employee performance by enhancing effective communication inside the organization.

2.7 WORKPLACE ENVIRONMENT

Tarigan, et al(2022), in conclusion, the study showed that Union Education Centre’s work environment and pay significantly impact employees' performance. The noisy workplace hampers teachers' ability to concentrate, and they need to be more motivated due to poor pay. Performance must be improved by concurrently addressing both problems. According to the research, these modifications are necessary to fulfill organizational objectives.

Zhenjing, et al (2022), the Study's empirical results highlighted the importance of a happy work environment on employee performance. Additionally, it emphasizes the link between employee commitment and enhanced task performance and the impact of an ability to achieve even under challenging circumstances. The study also contends that motivating practices within organizational cultures contribute to employee commitment, eventually improving individual and corporate performance.

Saidi, et al (2019), the study identifies a causal link between job safety, the physical workplace, interpersonal interactions among coworkers, supervisor support, working hours, and worker

performance. Notably, the most significant influence on employee performance is supervisor assistance.

Ikechukwuet, et al (2019), the essay emphasizes a supportive workplace's critical role in enhancing worker performance and organizational productivity. When working environments match job duties, employees perform better. A supportive workplace decreases absenteeism and unfavorable behaviors, improving the productivity and competitiveness of a firm.

Putri, et al (2019), the study's findings emphasized the importance of the workplace environment in affecting employee performance and work ethics. It underlines how crucial work discipline is for improving performance. A relaxing workplace environment might help with the field. The study does admit several limitations, though, such as the possibility that other researched elements may influence these traits.

2.8 TRAINING AND DEVELOPMENT

Nguyen (2020), defined that training methods through learning events, programmers, and instructors modify behaviors systematically and plan. This will help employees perform their jobs more effectively because training enables people to develop a certain level of knowledge, skills, and competencies.

Rukumba, et al (2019), the study concluded that training and development impact the Performance of Kenya's telecommunications industry based on the findings and discussion of the results. According to the regression analysis, training and development significantly and favorably impacted the Performance of Kenya's telecommunications sector. Additionally, the alternative was verified, and the null hypothesis of no substantial impact of training and development on the Performance of Kenya's telecommunications industry was rejected.

Siddiqui, et al (2019), the present study examines how internal communication training and development affect employee engagement. While employee engagement is critical in determining individual and employee-specific Organizational Performance, strategic movement and internal communication implementation across the organization are two primary functions of HRM practices.

Anwar, et al (2017), training involves making plans to prepare various learning strategies for the employees to improve their capacity to accomplish the desired result. Development, in contrast to exercise, which takes place right now and covers every single staff member's responsibility, seeks to understand the mechanisms of things and future issues rather than just current processes generally.

Dirani, et al (2017), according to research done by HRD on educational institutions in Middle Eastern nations, it was determined that academic institutions should provide students with the training they need to succeed in modern workplaces. These institutions must provide the students with the necessary training to close the skill gap.

2.9 CONCLUSION

This chapter has covered literature reviews and their analysis to find out the gap in the study of the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan, considering how organizational culture can be more effectively implemented. By reviewing various published papers and articles of foreign authors, the gap was found for study, and this research gap is based on the review of previous literature.

- While many studies focused on organizational culture, most have covered the banking, education, health, and service sectors in both public and private.
- Most of the available studies are done by foreign researchers in a different cross-cultural context.
- Only a few studies were conducted in the telecommunication sectors at various times in different countries.
- Similarly, a study has not yet been conducted on the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan.
- Hence, the present study identified the research gap by reviewing previous studies. The present study mainly focuses on the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan.
- Furthermore, the researcher came across very few studies on organizational culture that have been done in many countries, and significant work needs to be done in the telecommunication sectors in Afghanistan.
- Studies on the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan be explored.

CHAPTER – 3
RSEARCH METHODOLOGY

3.1 INTRODUCTION

A research methodology defines the methods and approaches employed to locate and evaluate data about a particular study subject. According to Rajasekar. et al. (2006) the procedure by which researchers have to move forward with their task of explaining, predicting and characterizing the research topic through the methodical material analysis and investigation to establish facts and draw new conclusions is explained by research methodology. Ojo. (2003) a set of precise rules and processes that serve as the foundation for research and the standard by which knowledge claims are assessed is known as research methodology.

Kothari, C. R. (2004). states that conducting research entails defining and redefining problems, formulating hypotheses or potential solutions, gathering, organizing, analyzing data, drawing conclusions and then carefully testing those conclusions to see if they agree with the original hypothesis. It is a method by which researchers plan their investigation to enable them to use the chosen research tools to accomplish their goals. It covers every crucial facet of research, such as the overarching framework for the study and the methodologies used for data collecting, analysis and research design. The research design, sample technique, research instruments, sample size estimation, data collection method, questionnaire design, pilot study and data analysis techniques are all covered in this chapter.

3.2 THE RESEARCH DESIGN OF THE STUDY

Research design is a procedure that guides the researcher on how to collect the data and analyze it for his research. Nandagopal et al. (2008) defined the research design as the plan of investigation, a strategy and an investigative approach developed to answer the research questions posed by the researcher. According to Crowther et al. (2012) the research design replicates the study by offering a study blueprint that facilitates the establishment of more research.

The researcher employed a mixed-methods approach, a descriptive and explanatory research design to accomplish the research objectives.

The researcher used descriptive research design to evaluate and obtain a solid understanding of the relevant phenomena and a commitment to expanding knowledge via sound theory development, also to determine and characterize the attributes of the variables of the telecommunication sectors employees and their understanding of the impact of organizational culture factors on employee performance in these sectors.

Furthermore, the researcher used an explanatory research design to explain the relationship between the independent and dependent variables, according to Welch et al. (2013) a quantitative technique is required to analyze the relationship between two or more variables, furthermore, according to Denzin and Lincoln (2011) the situated activity of qualitative research places the observer in the real environment. It comprises various material and interpretive acts that bring the world to life.

3.2.1 EXPLANATORY RESEARCH

Explanatory research aims to elucidate the causes of a phenomenon or the connections between variables. It goes beyond simple description to find causal relationships, assisting in the "why" and "how" of a given problem. This kind of research is distinguished by a systematic methodology that enables in-depth relationship analysis and frequently includes hypothesis testing. Also, explanatory research is a type of research that provides explanations of the relationships among variables. Its goal is to examine and explain the relationships between various events and their causes and mechanisms. Creswell (2014). So based on this, the researcher used the explanatory research design to determine the relationship between dependent and independent variables.

3.2.2 DESCRIPTIVE RESEARCH

Descriptive research aims to describe a circumstance, phenomenon, or population. Its goal is to thoroughly explain traits or actions without changing any of the factors. This

methodology is frequently employed to obtain data highlighting patterns, trends, or connections between variables; however, it cannot demonstrate causal correlations. Furthermore, descriptive research defines "what exists" in terms of variables or conditions in a situation and gathers information about the current state of a phenomenon. Burns and Grove (2005).

3.3 THE RESEARCH APPROACH

The deductive approach is a logical method that begins with a broad theory or hypothesis and proceeds to particular conclusions. Using this approach, the researcher creates a hypothesis based on accepted theories and then gathers evidence to verify it. The original theory may be strengthened if the data validates the hypothesis; if not, it can prompt a revision of the theory. William Trochim in his book (Research Methods) The Essential Knowledge Base, William Trochim describes the deductive approach as a fundamental part of the scientific method. Trochim highlights the importance of deductive reasoning as the cornerstone of hypothesis testing and its use in several disciplines, such as the natural and social sciences. Trochim, W. M. K. (2006).

Furthermore, the deductive approach relies on the general concept of arriving at a particular situation and is associated with the positivist paradigm of using hypotheses to verify assumptions. As a result, this study used a deductive approach.

3.4 THE RESEARCH STRATEGY

The survey method is the primary research strategy used to collect data for this study. The survey strategy is typically founded on a logical approach. It is a standard and helpful method for handling the what, how, where, and how many questions in business and management. It can, therefore, be used in descriptive, explanatory and exploratory research. Survey strategies based on questionnaires are widely used because they offer an economical means of gathering information from a large population (Lewis et al., 2016).

In the present research, the researcher prepared two structured questionnaires containing quantitative and qualitative questions to collect data for the descriptive and inferential analysis. Two different structured questionnaires for employees and top-level management of the telecommunication sectors were prepared based on the variable reviewed in the literature. The Google Form was made for the respondents of the selected sectors. The structured questionnaire for employees consists of six parts: demographic profile and specific questions with Likert scale questions.

3.5 SAMPLING TECHNIQUE

According to Hair et al. (2006), Sampling involves two primary concerns: first, exercising appropriate judgment when choosing individuals, products, or services and second, having faith that the information gathered from the sample can be reliably converted into knowledge about the entire target population. Field (2005) States that Sampling is essential to creating surveys and identifying, developing and understanding innovative design components.

The study is based on probability sampling techniques to select the employees of the telecommunication sectors, particularly the simple random sampling technique. The chosen technique considers the four telecommunication sectors in Afghanistan. The researcher chose simple random sampling method for the employees of telecommunication sectors in Afghanistan. The researcher prepared an online Google Form and sent it to employees of the mentioned sectors.

The sampling design includes the sampling unit and sample population. The sampling unit consists of the place where the study was conducted. The study was conducted in Afghanistan. The population of the study consists of 3,268 employees working with four private telecommunication sectors in Afghanistan. The researcher tentatively decided the sample size to be 356 based on the sample adequacy results from the 356-sample size; 40 employees from top-level management were selected purposively. Combining both random and purposive sampling aims to provide a comprehensive understanding of how organizational

culture influences employee performance in the telecommunication sectors, which gives flexibility to the approach.

3.6 POPULATION AND SAMPLE SIZE

The targeted population for this study was the employees of the telecommunication sectors in Afghanistan. According to the report of these four sectors, taken from their official website, there were 3,268 employees, including men and women.

Using Taro Yamane's (1967) formula for the sizeable known population, with a 5% significance level, the sample size for the employees is as follows.

$$n = \frac{N}{1+N(e)2}$$

Where

n = sample size

N = population size

e = level of confidence, which is 95%, and p = 0.05 are assumed

Total population =3,268

Sample size = 356

e = 0.05

$$n = \frac{3268}{1+3268*0,0025} = 356$$

n = 356

Whereas many studies have chosen various sampling sizes, such as Sapta & Setini (2021, N = 350), Hasan & Iqbal (2020, N= 251), Ozcan & Ozturk (2020, N= 278), Putriana & Riady (2015, N= 215), Mulugeta (2020, N= 371) and Durgadevi& Vasantha, (2017, N= 230) the sample size of the four sectors is 356, as shown in the table below (Table 1).

For the telecommunication sectors in Afghanistan, the total population was 3,268. The researcher selected 356 employees from four sectors using simple random sampling technique. The respondents were the staff, Manager, supervisor and senior manager.

Table 3.1

Selection of Sample Size

Sectors	Total Population	Sample size
Roshan	900	98
Etisalat, Afghanistan	965	105
MTN, Afghanistan	525	57
AWCC	878	95
Total	**3268**	**356**

Source: Compiled by researcher

The study was conducted in Kabul, Afghanistan, where the telecommunication sectors are located.

Kabul: Kabul is the capital of Afghanistan. Located in the eastern region of Afghanistan, the municipality is a component of the Kabul Province and is divided into 22 municipal districts on an administrative level. The estimated population of Kabul City in 2023 was 4.95 million. The city has been Afghanistan's political, cultural and economic hub in the modern era. Rapid-growing urbanization has also made Kabul the nation's primate city and the 75th largest city in the world. As a result, most industries, companies, NGOs and other sectors including telecommunication sectors, are based in Kabul (Wikipedia, 2024).

3.7 RESEARCH INSTRUMENTS

Kotler and Armstrong (2010) mentioned the flexibility of survey research as its main benefit over other approaches like observation; it makes it possible for researchers to gather vast amounts of information under various conditions. To ensure appropriate research topics are addressed and reliable and proper statistical analysis data is collected. For this study, a structured questionnaire was designed for the collection of primary data. The questionnaire was thoughtfully and meaningfully planned and developed to understand the impact of

organizational culture on employee performance in the telecommunication sectors in Afghanistan.

The study consisted of two questionnaires; the first questionnaire was prepared for the employees, which consisted of two parts.

Part 1 – Demographic Profile

The demographic profile of respondents includes gender, age, marital status, educational qualification, organization where employees belong, designation of the respondents, work experience and monthly income of the respondents.

Part 2- Specific question, consisting of 6 sections

- Perception of Leadership
- Perception of Motivation
- Perception of Workplace Environment
- Perception of Communication
- Perception of Training and Development
- Perception of Employee Performance

In part 2 of the questionnaire, all the questionnaires include eight questions in each section and are measured on five 5-point Likert scales ranging from strongly disagree to strongly agree.

The second questionnaire consisted of two parts and prepared for the top-level management.

Part 1- Demographic Profile

The demographic profile of the respondents (top-level management.) includes gender, age, marital status, educational qualification, organization where employees belong, designation of the respondents, work experience and monthly income of the respondents.

Part 2 - Specific question, consisting of 14 statements.

3.8 SOURCES OF DATA

The most essential part of any research is data collection, which may be collected through various sources. The data collection is divided into primary and secondary data, as the study is based on the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan. So, the primary data was collected from the employees of the mentioned sectors and secondary data was collected from various sections.

3.8.1 PRIMARY DATA

The process of primary data was done from first-hand sources; for this study, data was collected from the four selected telecommunication sectors in Afghanistan with the help of questionnaires. The questionnaire was designed using Google Form; a total of 356 questionnaires, online and hard copies distributed among the employees working in these sectors. Hence, the study was a combination of both online and field surveys. Data were collected from the respondents who participated in the pilot study.

3.8.2 SECONDARY DATA

The secondary data on various parameters related to organizational culture used in this study was collected from national and international journals, Books, magazines, articles and other sources. The latest information related to the study was gathered from the websites of the telecommunication sectors.

3.9 RESEARCH TOOLS FOR DATA ANALYSIS

The researcher used different statistical tools to analyze the data collected for the study through a structured questionnaire and presented systematically using MS- Excel and SPSS version 25. The demographic information of respondents was examined using descriptive statistics, some statistical tools and techniques like average, standard deviation, percentage and mean, as well as multiple regression analysis, Pearson correlation coefficient and factor analysis used for the present study. The Pearson correlation coefficient examines the relationship between the five variables and employee performance. However, multiple

regression analysis examines the impact of two or more independent factors on dependent variables and factor analysis groups the related variables into factors.

3.10 DATA PROCESSING

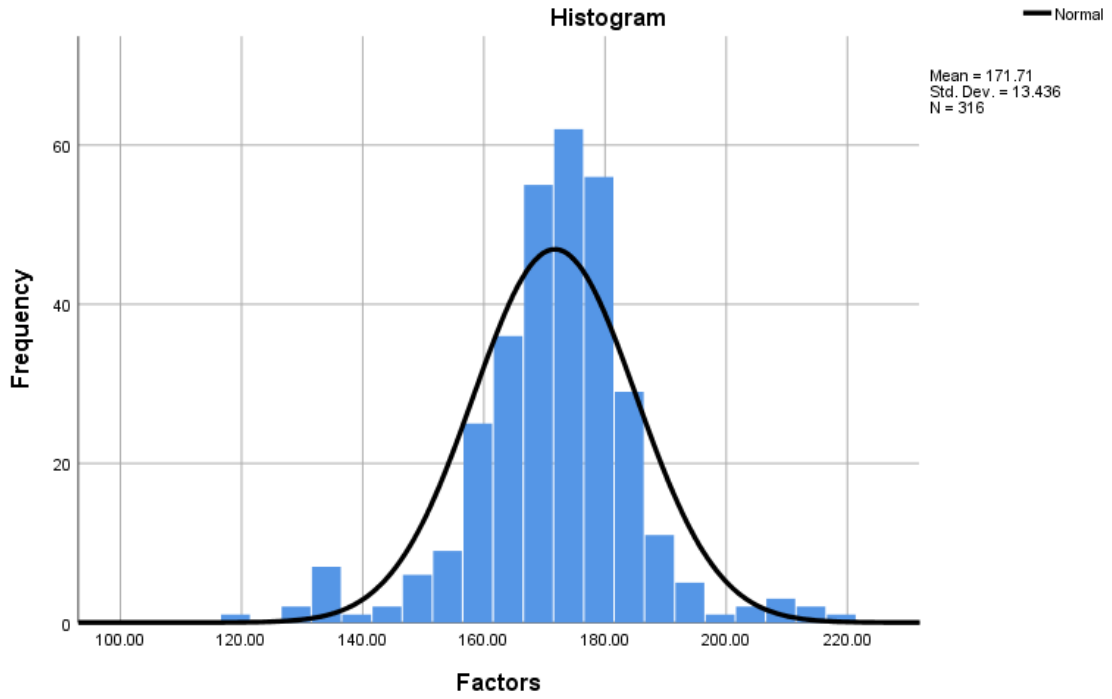
The researcher recorded the primary data of each respondent. The questionnaires were screened to ensure that only surveys that were accurately filled out were considered for the study. The data collected through Google Forms was automatically stored in Excel and used by the researcher to analyze data. The respondents were asked to rate their overall satisfaction level and the significance of the drivers based on the five-point Likert scale, as discussed earlier.

3.11 ASSESSMENT OF DATA NORMALITY

The purpose of this test is to evaluate the normality of the data to choose the best statistical methods for further analysis. For this, the researcher used a graphical normality test, more precisely, a histogram, according to Yang, S., & Berdine, G. (2021) a histogram is a rough depiction of the distribution of numerical data. Before doing a formal statistical test, it is standard procedure to generate a histogram to visually inspect the data distribution and possible outliers. If the sample size is large enough, a bell-shaped histogram frequently indicates that the data distribution is roughly normal.

Furthermore, according to Miot, H. A. (2017) one of the various possible frequency distributions that can be used to depict natural events in continuous data, which is a bell-shaped distribution, is known as the normal. Based on the histogram analysis conducted in SPSS version 25, which demonstrated that the data is normally distributed, revealed a bell-shaped curve and showed that the data is symmetric around the mean, reliable with the characteristics of a normal distribution. So, based on this finding, the researcher carried out his analysis using parametric statistical tests. Under the Parametric tests, such as Descriptive analysis, Pearson Correlation, Regression Analysis and ANOVA are suitable and enable more powerful statistical inferences. The graph below shows the normality of the data.

Graph 3.1 *Assessment of Data Normality*



3.12 RELIABILITY AND VALIDITY

Reliability focuses on consistency and stability, ensuring that measurements or observations are dependable and replicable. Conversely, validity focuses on accuracy, ensuring that research measures assess what they should determine. Reliability and validity are crucial for providing quality, credibility and usefulness of research findings.

According to Joppe (2000) a research instrument is deemed reliable if its findings can be replicated using a comparable methodology. Reliability is also defined as the degree of temporal consistency and accurate representation of the population studied in the results. Conversely, according to Patton (2001) validity and reliability are two aspects that any qualitative researcher should consider while planning a study, evaluating the findings and assessing the study's quality. Inquiry into how one might convince their listeners that the research results of their investigation are worthwhile is related to this. Therefore, the reliability of data is how much is reliable, according to (Annually, 1978) the most popular technique for

assessing the constructs' reliability is Cronbach's alpha. Cronbach's alpha over 0.70, is acceptable.

The reliability of the questionnaire for this study was evaluated by calculating Cronbach's alpha scores with SPSS. As a result, Cronbach's Alpha for all variables is above 0.70 in this research, indicating that the instrument was reliable.

The table below shows the questionnaires' reliability by calculating Cronbach's alpha scores.

Table 3.2

Reliability of variables

Variables	No of Statements	Cronbach's Alpha
Leadership	8	0.789
Motivation	8	0.870
Workplace Environment	8	0.756
Communication	8	0.812
Training and Development	8	0.816
Employee Performance	8	0.754

Sources: Complied by the researcher with the help of SPSS

3.13 PILOT STUDY

According to Zikmund (2003) the researcher should conduct the pre-testing to ensure the questionnaire's dependability and that measurements are error-free and produce consistent findings. The researcher also conducted a pilot study to ensure that the expense and time spent on the present research will be fruitful. The pilot study is conducted on a much smaller level than the planned research study. The researcher conducted a survey online through Google Forms of 50 respondents from employees in the telecommunication sectors in Afghanistan.

The questionnaires are divided into two parts: The demographic profile of the respondents is presented in the first part; the second part is specific questions related to

organizational culture factors and the second part is further divided into six sections. The purpose of the pilot study was to determine how reliable it was. There are eight questions in the first section on organizational culture of the telecommunication sectors in Afghanistan and the questions are all about leadership; the second section is about employee motivation, which includes eight questions; the third section is about workplace environment and the questions are all related to workplace environment include of 8 questions, the fourth section is about communication which involves eight questions, the fifth section is about the training and development of employee of the telecommunication sectors with eight questions and the last section which is employee performance with eight questions and all the questions are related to each factor.

According to the findings, Cronbach's alpha for leadership with eight statements is (0.789), for Motivation with eight statements is (0.870), for the workplace environment with eight statements is (0.756), for communication with eight statements is (0.812), for the training and development with eight statements is (0.816) and for the employee performance with eight statements is (0.754). According to Nunnally (1978), values greater than 0.70 are acceptable. For this research, Cronbach's alpha is greater than 0.70, indicating that the instrument used is reliable.

1.13 SCHEME OF CHAPTERS

CHAPTER 1: INTRODUCTION

This chapter provides the concept of the organizational culture, statement of the problem, conceptual framework, research questions, objectives of the study, hypothesis of the study, scope of the study, significance of the study, limitations of the study and chapter scheme.

CHAPTER 2: REVIEW OF LITERATURE

This chapter comprehensively reviews the relevant literature, exploring the concepts, purposes, challenges and best practices of organizational culture in the telecommunication sectors.

CHAPTER 3: RESEARCH METHODOLOGY

In this chapter, the research methods will be covered including research design, explanatory research, descriptive research, deductive research, sampling technique, population and sample size, research instruments, sources of data, research tools for data analysis, data processing, reliability and validity, assessment of normality and pilot study.

CHAPTER 4: BACKGROUND AND PROFILE OF THE STUDY

This chapter includes the profile and background of the study, communication, the history of telecommunication and transmitting information and the history of telecommunication in Afghanistan, an overview of telecommunication in Afghanistan and telephone and mobile network operators in Afghanistan.

CHAPTER 5: DATA ANALYSIS AND INTERPRETATION

This chapter is about the data analysis and interpretation of the study. The present study uses statistical tools like percentage, Factor analysis, Pearson Correlation Coefficient and Multiple Regression Analysis. SPSS 25 was used to analyze the data and arrive at a conclusion.

CHAPTER 6: FINDINGS, RECOMMENDATIONS AND CONCLUSION

This chapter provides the study results, including findings, summary, conclusion, recommendation and scope for future research

CHAPTER – 6
FINDINGS, RECOMMENDATIONS AND CONCLUSION

6.1 DEMOGRAPHIC PROFILE ANALYSIS

The results of the demographic profile of the employees who worked in the telecommunication sectors in Afghanistan show that,

1. Based on the gender, 60.4% of the respondents are males and 39.6% are females.
2. The majority (43%) of the respondents are between age 26 – 30 years old.
3. The majority (63.3%) of the respondents are married and 36.7% of the respondents are unmarried.

4. Based on the education qualification, the majority (61.7%) of the respondents who work in the telecommunication sectors have bachelor's degrees.
5. According to working experience, the majority (34.2%) of the respondents have work experience of 0 – 5 years.
6. As per monthly income, the majority (48.7%) of the respondents work in the telecommunication sectors have a monthly income of below 20,000.
7. According to the designation, the majority (39.9%) of the respondents are customer care agents.
8. Based on the organization, the majority (30.1%) of the respondents work in the Etisalat telecommunication sector.

6.2 LEADERSHIP

The leadership statements measured on 5 - point scale, where (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree.

1. For the statement, " leadership identifies and satisfies needs of each employee," the majority (80%) of the respondents are agreed, with 3.8,±1.0.
2. For the statement "encouraged to work and perform well when manager supervises," the majority (86%) of the respondents have a positive opinion, with 4.0, ±0.8.
3. For the statement, " feel empower supervisor to make decisions and take initiative," the majority (81%) of the respondents are satisfied, with 3.9, ± 0.8.
4. For the statement, " manager motivates to perform the job at a good level," the majority (88%) of the respondents are agreed, with 4.1, ± 0.0.
5. For the statement, "supervisor's instructions have a positive impact on my performance," the majority (84%) of the respondents have positive opinion, with 3.9, ± 0.8.
6. For the statement, " dissatisfied with the level of support and guidance supervisors provide," the majority (75%) of the respondents were disagreed, with 2.2, ± 1.0.

7. For the statement, " supervisor does not motivate to perform job," the majority (59%) of the respondents were dissatisfied, with 2.1, ± 9.0.
8. For the statement, "forced to follow supervisor's instructions," the majority (53%) of the respondents have positive opinion, with 3.1, ± 1.9.

6.3 MOTIVATION

1. For the statement, "motivation significantly influences my performance," the majority (91%) of the respondents were agreed, with 4.1, ± 0.6.
2. For the statement, "not highly motivated to perform job responsibilities," the majority (79%) of the respondents were dissatisfied, with 2.0, ±1.0.
3. For the statement, " level of motivation doesn't affect my job performance," the majority (82%) of the respondents were disagreed, with 2.1, ±1.0.
4. For the statement, "not motivated to improve my performance well," the majority (2.0 and 0.9, respectively.) of the respondents were disagreed, with 2.0, ± 0.9.
5. For the statement, " receive rewards for contributions to the organization," the majority (73%) of the respondents had a positive opinion, with 3.6, ±1.1.
6. For the statement, "top management recognizes my performance better," the majority (82%) of the respondents were agreed, with 3.9, ± 0.8.
7. For the statement, " find it easy to talk with supervisor about my performance," the majority (87%) of the respondents were satisfied, with 4.0, ± 8.0.
8. For the statement, " find fulfilment in my work," the majority (82%) of the respondents were agreed, with 3.0, ± 9.0.

6.4 WORKPLACE ENVIRONMENT

1. For the statement, "good workplace environment helps to improve," the majority (92%) of the respondents had favorable opinion, with 4.2, ± 0.8.
2. For the statement, " overall atmosphere and culture in workplace negatively impact my performance," the majority (67%) of the respondents were disagreed, with 2.3, ± 1.2.

3. For the statement, " working environment positively affects my performance," the majority (84%) of the respondents were agreed, with 3.9, ± 0.8.
4. For the statement, "changes in the workplace environment positively affect productivity and well-being," the majority (82%) of the respondents have positive opinion, with 4.0, ±0.8.
5. For the statement, " physical work environment enhances my performance," the majority (85%) of the respondents were agreed, with 4.0, ± 0.8.
6. For the statement, " workplace is not safe and secure to perform well," the majority (81%) of the respondents were disagreed, with 2.1, ± 1.0.
7. For the statement, " performance is affected negatively by the workplace environment," the majority (76%) of the respondents were dissatisfied, with 2.1, ± 1.0.
8. For the statement, " working environment helps me to balance my work life," the majority (85%) of the respondents were agreed, with 4.0, ± 0.8.

6.5 COMMUNICATION

1. For the statement, "healthy communication improves the attitude of everyone in the organization," the majority (91%) of the respondents were agreed, with 4.1, ±0.8.
2. For the statement, "effective communication among employees has a positive impact on employee performance," the majority (89%) of the respondents had positive opinion, with 4.2, ± 0.8.
3. For the statement, " organization effectively communicates performance expectations," the majority (82%) of the respondents were agreed, with 3.9,± 0.9.
4. For the statement," Positive communication helps me to perform well," the majority (94%) of the respondents had a favorable respond, with 4.2, ±0.7.
5. For the statement, " encounter challenges in communicating with colleagues," the majority (79%) of the respondents were agreed, with 3.8, ± 0.9.

6. For the statement, " get all the information for executing job efficiently," the majority (81%) of the respondents were agreed, with 3.9, ± 0.7.
7. For the statement, "attitude of manager positively affects my performance," the majority (88%) of the respondents had positive opinion, with 4.1, ± 0.7.
8. For the statement " manager always updated me on recent changes in the organization," the majority (86%) of the respondents were agreed, with 4.0 and 0.9.

6.6 TRAINING AND DEVELOPMENT

1. For the statement," adequate training and development improve my performance," the majority (88%) of the respondents were agreed, with 4.1, ± 0.8.
2. For the statement, " actively participate in training and development opportunities," the majority (89%) of the respondents had positive opinion, with 4.1, ± 0.8.
3. For the statement, " training provided upon joining this organization prepares me for job responsibilities, " the majority (91%) of the respondents were agreed, with 4.1, ± 0.7.
4. For the statement, "additional training or development opportunities would enhance performance," the majority (88%) of the respondents had positive opinion, with 4.0, ± 0.8.
5. For the statement, " performance depends on the training received from the organization," the majority (78%) of the respondents were agreed, with 3.9, ± 0.9.
6. For the statement, " training and development programs offered by the organization could be more beneficial," the majority (87%) of the respondents were agreed, 4.1, ± 0.8.
7. For the statement, " training receive is of high quality," the majority (77%) of the respondents were satisfied, with 3.8, ± 1.0.

8. For the statement, "training I need to develop my skills further," the majority (81%) of the respondents were agreed, with 3.8, ±0.9.

6.7 EMPLOYEE PERFORMANCE

1. For the statement, "organizational well-being negatively impacts performance," the majority (76%) of the respondents were disagreed, with of 2.1, ± 1.1.
2. For the statement, "organizational values positively impact performance," the majority (83%) of the respondents were agreed, with 3.9, ± 0.8.
3. For the statement, " don't have complete responsibility for job performance," the majority (82%) of the respondents were disagreed, with 2.0, ± 0.9.
4. For the statement, " receive timely feedback on my performance from supervisor," the majority (82%) of the respondents were agreed, with 3.8, ± 0.8.
5. For the statement, " have cordial relations with my colleagues in the organization," the majority (81%) of the respondents were agreed, with 3.9, ± 1.0.
6. For the statement, “not able to discuss work problems with supervisor," the majority (78%) of the respondents were disagreed, with 2.1, ± 1.0.
7. For the statement, " get encouragement from my superiors to be innovative," the majority (77%) of the respondents were agreed, with 3.7, ± 1.0.
8. For the statement, "feel proud to work in this organization," the majority (86%) of the respondents were agreed, with 4.0, ± 0.8.

Part -2

The results of the demographic profile of the respondents (top-level management) who worked in the telecommunication sectors in Afghanistan show that,

1. Based on the gender, 70% of the respondents are males and 30% of respondents are females.

2. According to the age, the majority (40%) of the respondents are between age 20 – 30 years old.
3. As per marital status, the majority (72.5%) of the respondents were married.
4. Based on education qualification, the majority (50%) of the respondents have master's degrees.
5. According to working experience, the majority (62.5%) of the respondents have work experience of 5 – 10 years.
6. Based on the monthly income, the majority (47.5%) of the respondents have a monthly income of above 40,000.
7. As per designation, the majority (45%) of the respondents were senior managers.
8. Based on the organization, all the respondents were equally working in the telecommunication sectors.

6.8 THE TOP-LEVEL MANAGEMENT STATEMENTS

1. For the first statement, " team members feel empowered to make decisions and take initiative," the majority (65%) of the respondents were agreed, with 3.4, ± 1.3.
2. For the statement, " forced team members to follow instructions," the majority (67%) of the respondents were disagreed, with 2.6, ± 1.2
3. For the statement, "motivation significantly influences the performance of team members," the majority (57.5%) of the respondents were 3.4, ± 1.3.
4. For the statement, " team members not highly motivated to improve performance," the majority (52.5%) of the respondents were agreed, 3.2,±1.3.
5. For the statement, " top management recognizes the performance of team members," the majority (62.5%) of the respondents were agreed, with 3.4, ±1.2.
6. For the statement, " work environment positively affects the performance of team members in the organization," the majority (57%) of the respondents had positive opinion, with 3.4, ± 1.2.

7. For the statement, " workplace environment is safe and secure for team members," the majority (72.5%) of the respondents were agreed, with 3.7, ± 1.3.
8. For the statement," healthy communication improves the attitude of team members," the majority (55%) of the respondents had positive opinion, with 3.2, ±1.0.
9. For the statement, " training and development are not vital for the performance of team members," the majority (47%) of the respondents were disagreed, 2.7, ±1.3.
10. For the statement, " organization's well-being positively impacts the performance of team members," the majority (57.5%) of the respondents were agreed, with 3.3, ± 1.5.
11. For the statement, " team members need to be completely responsible for job performance," the majority (60%) of the respondents were agreed, with 3.4, ±1.2.
12. For the statement, " leadership identifies the needs of team members," the majority (55%) of the respondents had positive opinion, with 3.2, ±1.3.
13. For the statement, "The training my team members receive is of high quality," the majority (67.5%) of the respondents were agreed, with 3.4, ±1.4.
14. For the statement, " performance of my team members is positively affected by my attitude," the majority (53.5%) of the respondents were agreed, with 3.3, and 1.2.

6.9 CORRELATION MATRIX OF ALL VARIABLES

The findings indicate the analysis of the relationship between the organizational culture factors and employee performance in the telecommunication sectors in Afghanistan. The analysis was done using the Pearson correlation coefficient. The table shows that the significance level is equal to (0.000). So, according to the rule, if the significance level is less than 0.05, this means that there is a strong relationship between the two variables.

Furthermore, the table shows that there is a significant relationship between the organizational culture factors and employee performance in the telecommunication sectors in Afghanistan. Leadership with a correlation of 0.342, motivation with a correlation of 0.417,

workplace environment with a correlation of 0.258, communication with a correlation of 0.368, and training and development with a correlation of 0.315, respectively. (Chapter 4. Table 4.22)

6.10 REGRESSION ANALYSIS

The ANOVA result indicates a significant relationship between independent variables such as leadership, motivation, workplace environment, communication and training and development and the dependent variable, employee performance. With an F value of 23.318 and a P value of 0.000, which is less than 0.05, it indicates that the model is statistically significant and the independent variables positively impact the dependent variable.

For the leadership (b= 0.118), for the motivation (b= 0.235), for the workplace environment (b= 0.113), for the communication (b= 0.124) and for the training and development (b= 0.084). (Chapter 5. Table 4.23).

6.11 FACTOR ANALYSIS

The principle of the components analysis is used to examine the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan and to find out whether the data is factorable; the principal component analysis identified eight factors.

The first factor, named as (motivation) includes seven variables such as not motivated to improve my performance well with a factor loading 0.802; motivation doesn't affect my job performance with a factor loading 0.546; not highly motivated to perform my job responsibilities with a factor loading 0.728, supervisor does not motivate me to perform my job with factor loading 0.675, don't have complete responsibility for my job performance with factor loading 0.591, overall atmosphere and culture in my workplace negatively impact my performance with factor loading 0.571, workplace is not safe and secure to perform well with factor loading 0.510.

The second factor, named as (Employee Performance) includes five factors such as the training I need to develop my skills further, with a factor loading 0.687; feel proud to work in

this organization, with a factor loading 0.671; receive timely and constructive feedback on my performance from my supervisor with factor loading 0.501, organization effectively communicates performance expectations to its employees with factor loading 0.488, receive rewards for my contributions to the organization with factor loading 0.478.

The third factor, named as (Workplace Environment) includes five factors such as changes in the workplace environment would positively affect my productivity and well-being with a factor loading 0.684, feel empowered by my supervisor to make decisions and take initiative with a factor loading 0.652, working environment positively affects my performance in the organization with factor loading 0.599, supervisor's instructions have a positive impact on my performance with factor loading 0.546, encouraged to work and perform well when my manager supervises me with factor loading 0.542.

The fourth factor, named as (Training and Development) includes five factors such as, have cordial relations with my colleagues in the organization, with a factor loading 0.603, encounter challenges in communicating with colleagues or superiors, with a factor loading 0.590, performance depends on the training I received from the organization with factor loading 0.542, top management recognizes my performance better with factor loading 0.450 training and development programs offered by the organization could be more beneficial to my professional growth with factor loading 0.420.

The fifth factor, named (Organization Values) includes two factors such as organizational values positively impact my performance with a factor loading 0.640 and adequate training and development improve my performance with a factor loading 0.628.

The sixth factor, named as (Supervisor) includes of four factors such as get all information for executing my job efficiently with a factor loading 0.580, training I receive is of high quality with a factor loading 0.557, not able to discuss my work problems with my

supervisor with factor loading 0.433, Organization well-being negatively impacts my performance with factor loading 0.415.

The seventh factor, named as (Communication) includes two factors such as motivation significantly influences my performance with a factor loading 0.747 and Positive communication helps me to perform well with a factor loading 0.595.

The eight-factor, named as (Manager) includes two factors such as, manager always updated me on any recent changes in the organization with a factor loading 0.687, actively participate in training and development opportunities provided by the organization with a factor loading 0.598.

6.12 CONCLUSION

The present study examined the impact of organizational culture on employee performance in the telecommunication sectors in Afghanistan. The main objective was to assess organizational cultural factors that influence employee performance in the telecommunication sectors in Afghanistan. The study consists of 356 sets of questionnaires.

The results showed that most respondents believe that their leadership effectively identifies and meets employee needs and they receive support and motivation from their management.

Furthermore, the study showed that employees overwhelmingly agree that motivation significantly influences their performance. However, a minority feels unmotivated or dissatisfied with the level of support provided by the management.

Moreover, the study revealed that the majority of the respondents feel that communication within the organization is effective and positively impacts their performance.

Also, the study discovered that the majority of employees believe that training and development opportunities provided are beneficial; however, few of them were concerned regarding the quality of training received.

Further, the study explained that most of the respondents mentioned that their workplace environment positively contributes to their performance and well-being. However, the minor of the employees showed their concerns about safety and the negative impacts of organizational well-being on performance.

Additionally, employees generally feel they have cordial relations with colleagues and receive encouragement to innovate. However, few of them feel unable to discuss work problems with their supervisors and managers.

Overall, the study results showed that mostly positive organizational culture within the telecommunication sectors is considered by effective leadership, motivation, communication, training and development and workplace environment.

6.13 RECOMMENDATIONS

The findings of the study provide some steps suggested for improving employee performance in the telecommunication sectors in Afghanistan.

- The telecommunication sectors should focus on skills, training and performance-based evaluations, as demographic factors like age, gender and education do not significantly impact employee performance.
- The telecommunication sectors must provide training to help managers better understand and meet employee needs, as the majority of the respondents feel leadership is attentive.
- The telecommunication sectors should frequent feedback meetings where staff members can express their ideas and suggestions.
- The telecommunication sectors must implement formal recognition programs to celebrate employee achievements, as most of the employees feel motivated by their managers.

- The telecommunication sectors must provide workshops to improve communication skills, as the majority of the employees agree that healthy communication is essential to perform their job well.
- The telecommunication sectors should ensure that performance expectations are communicated clearly to all employees.
- The telecommunication sectors must improve onboarding programs to better prepare new hires, as the majority of employees mentioned that the initial training is effective.
- The telecommunication sectors must provide ongoing training to support employee growth, as most of the employees believe additional training would enhance performance.
- The telecommunication sectors should conduct assessments to ensure the workplace environment supports productivity, as most of the employees recognize its importance.
- The telecommunication sectors must ensure a safe workplace so employees feel secure to perform their responsibilities well.
- Create programs that support and reward innovative thinking, as most of the employees feel encouraged to be creative.
- The telecommunication sectors must conduct periodic employee satisfaction surveys to identify issues and continuously improve the workplace environment.

6.14 SCOPE FOR FUTURE RESEARCH

The current study shows the path for future research; after reviewing many articles, the researcher came up with the title, Impact of Organizational Culture on Employee Performance in the Telecommunication Sectors in Afghanistan and this study was done in Kabul city of Afghanistan. Therefore, more research must be done in the other parts of Afghanistan. Also

- While the current study focuses on organizational culture factors such as leadership, motivation, workplace environment, communication and training and development,

future research could explore additional organizational factors such as decision-making processes and human resource management strategies to gain a more comprehensive understanding of employee performance in the telecommunication sectors.

- As the survey was limited to Kabul, Afghanistan, future studies should be conducted in other major regions such as Herat, Mazar-i-Sharif, Kandahar, and Nangarhar to obtain more geographically representative data and capture regional variations in organizational culture and employee performance.

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Workshops Attendant

1. Six-day workshop on research and publication ethics workshop organized by the Department of Education, Mangalore University.
2. Six-day national workshop on research methodology in social sciences conducted by MBA – Tourism and Travel Management, Department of Business Administration, Mangalore University.
3. Six-day national workshop on collecting literature, manuscripts, and publishing organized by the Department of Environmental Science and Research Committee, College of Arts and Science &Commerce, Nerul, Navi Mumbai in association with Lored&Ed Research Association, Kottayan.
4. Five-day national workshop on research methodology organized by MBA- Tourism and Travel Management, Department of Business Administration Mangalore University.
5. Three-day international online workshop on academic writing - ethical issues organized by the Global Institute of Statistical Solutions.
6. Three-day international online workshop on Multivariate analysis and its interpretation using SPSS organized by Inspire Softech Solutions.
7. 10-day workshop on Research methodology course for scholars of social science organized by the Department of Studies and Research in Commerce, Mangalore University.
8. Five-day online workshop on SPSS in Research organized by Star International Foundation for Research and Education.

Published Papers

1. “Impact of Motivation on Employee Performance in the Telecommunication Sectors in Afghanistan” in the International Journal of Science and Management Studies (IJSMS) Volume: 7 Issue: 4 – 2024.
2. “Impact of Leadership on Employee Performance in The Telecommunication Sector in Afghanistan” in the TIJER – international research journal, Volume 11, Issue 6 – 2024.
3. “Impact of Workplace Environment on Employee Performance in the Telecommunication sectors in Afghanistan” in European Journal of Business and Management, Vol.16, No.9, 2024.
4. “Impact of Training and Development on Employee Performance in the Telecommunication Sectors in Afghanistan” in the Asian Research Journal of Arts & Social Sciences, Volume 23, Issue 2, 2025.